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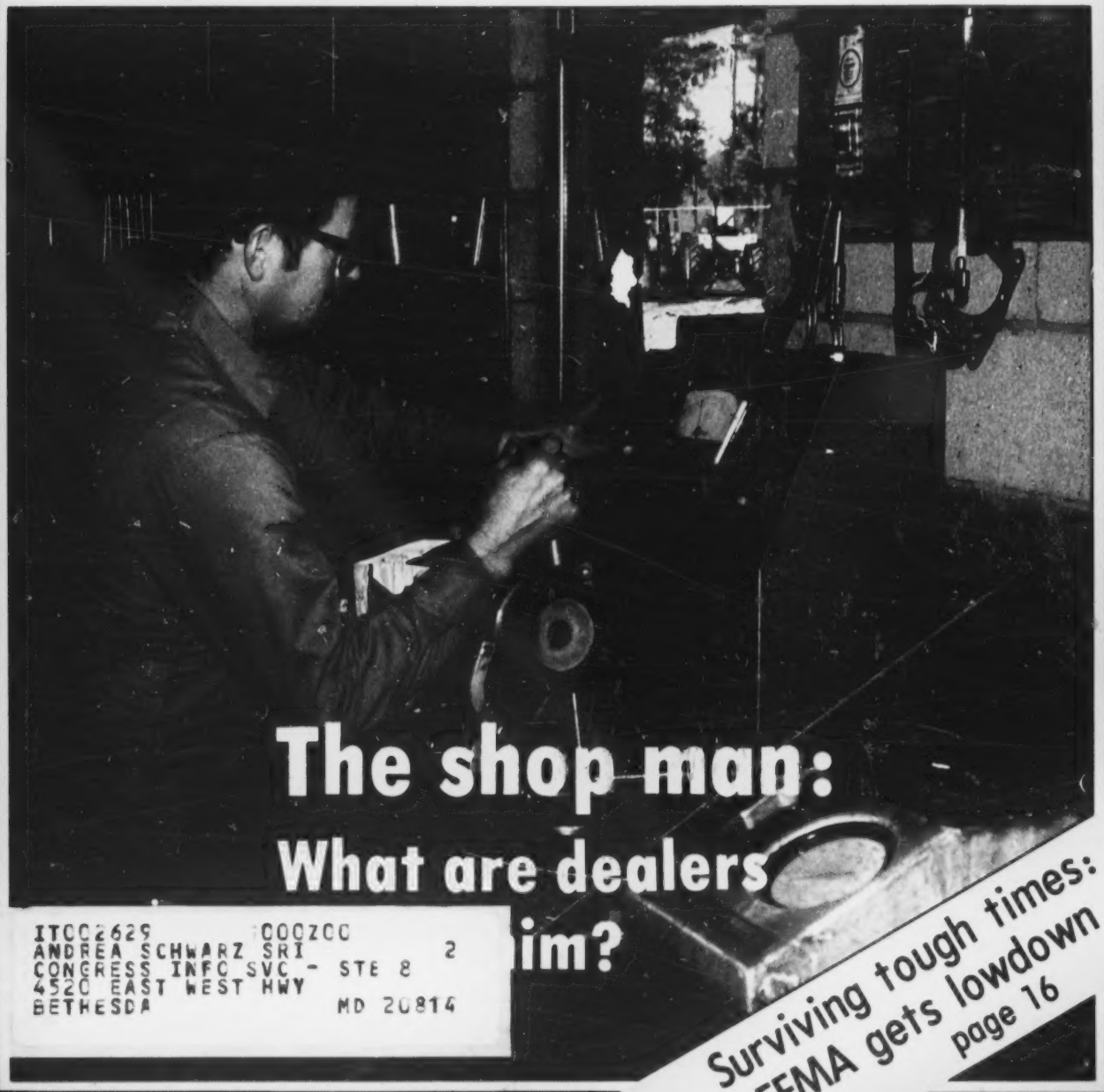
I&T 100 YEARS OF LEADERSHIP

Implement & Tractor

The business magazine of the farm and industrial equipment industry

JANUARY 1987

Obsolete parts can be costly page 18



The shop man:
What are dealers
im?

ITCC2629 COOZCC
ANDREA SCHWARZ SRI 2
CONGRESS INFO SVC - STE 8
4520 EAST WEST HWY
BETHESDA MD 20814

Surviving tough times: FEMA gets lowdown page 16

IMPLEMENT & TRACTOR
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Farm Press Publications, Inc.

I&T 100 YEARS OF LEADERSHIP

Implement & Tractor

The business magazine of the farm and industrial equipment industry.

January 1987 • Vol. 102 • No. 1

Our cover story

What sort of salaries/incentives are the guys in the back shop getting? I&T's survey takes a look at what dealers across the country are paying their personnel. (Pictured: Mechanic Willard Williams, Knightdale Tractor & Equipment Company, inc., Knightdale, N.C.)

14

Features

12: **A dealer needs a well-trained banker.** Today's tough market requires access to credit, and this dealer says a close personal relationship with a banker can pay big dividends.

16: **Survival: What's it going to take** for equipment manufacturers to come out on top in a greatly changed industry? FEMA conventioneers got some advice recently.

18: **How much is it really costing** you to inventory a part? You may be surprised by the figures we present. And you'll learn what constitutes an obsolete part.

22: **A resort area can generate business** for things other than burger franchises and motels. A dealer in the Myrtle Beach area tells how he capitalized on the area's needs to build his business.

24: **What's happened to research and development** during the industry scrunch? It's still around, says author Frank Buckingham, but the bywords for R&D departments are: "Lean and mean."

Departments

Editor's Notebook 6
What's New 7
Auction Prices 9
Industry Update 10
Literature 20
Changes 27
Brown Pages 31
Classifieds, Ad Index 34

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AUCTION PRICES

RAY DEAN AUCTION CO.

Dothan, Ala.
October, 1986

(Asterisk beside price indicates highest bid offered on tractors that were not sold.)

CASE TRACTORS
430, 1965 (Fair) 1000

JOHN DEERE TRACTORS
4520, 1970 (Fair) 4300
4020, 1967 (Fair) 3875*
4010, 1962 (Fair) 2675*
4010, 1963 (Fair) 2500*
3020, 1970 (Fair) 4300
2840, 1977 (Good) 5850
2440 (Fair) 4400
2640, 1976 (Fair) 3425
2640, 1978 (Fair) 3725
2130, 1972 (Fair) 1550*
1120, 1972 (Fair) 2800*
1010, 1961 (Fair) 1100*
1010, 1962 (Rough) 700
430, 1960 (Fair) 475*

FORD TRACTORS
8600, 1974 (Fair) 3100
7600 diesel, 1978 (Fair) 4500*
7600, 1976 (Fair) 4100
5000, 1970 (Fair) 3950
5000 diesel, 1968 (Rough) 2600
5000, 1973 (Fair) 4600
5000, 1969 (Rough) 2400*
5000 diesel, 1970 (Good) 4250
5000 diesel, 1975 (Fair) 3875*
5000 diesel, 1972 (Fair) 3200*
4000, 1978 (Fair) 4500
4000, 1976 (Fair) 3300*
4000 diesel, 1975 (Fair) 3375*
4000 diesel, 1971 (Fair) 3500
3000, 1970 (Fair) 2800*
3000, 1968 (Rough) 2300*
3000 diesel, 1970 (Fair) 3000
3000, 1968 (Fair) 2800*
3000 diesel, 1966 (Rough) 1200
801 diesel, 1960 (Good) 2100
TW20 diesel, 1981 (Fair) 9250*
TW20 diesel, 1980 (Fair) 9000*
9N, 1942 (Rough) 1150*
8N, 1950 (Good) 2150
8N, 1951 (Fair) 1350*

INTERNATIONAL HARVESTER TRACTORS
966 diesel, 1971 (Rough) 1550*
674 diesel, 1978 (Fair) 5200
664 diesel, 1972 (Fair) 1850*
664 diesel, 1972 (Fair) 2100*
602 diesel, 1962 (Fair) 2800
574 diesel, 1974 (Good) 4500
574 diesel, 1976 (Fair) 4050*
574 diesel, 1975 (Fair) 2700*
560, 1960 (Rough) 675*
504, 1968 (Rough) 500*

KUBOTA TRACTORS
L225 diesel (Fair) 1800*

LEYLAND TRACTORS
225 diesel (Rough) 800

MASSEY-FERGUSON TRACTORS
1130, 1970 (Fair) 2200*
285 diesel, 1975 (Good) 7650
285 diesel, 1974 (Fair) 4250*
275 diesel, 1980 (Good) 4750
245 diesel, 1979 (Good) 3850
235, 1975 (Good) 4200
255, 1975 (Good) 4000*
175, 1976 (Fair) 2800
175 (Fair) 2300*
175, 1976 (Fair) 2800
175 diesel, 1973 (Fair) 2500*
175, 1975 (Fair) 2550*
175 diesel, 1973 (Fair) 2375*
165 diesel, 1969 (Fair) 2500*
165, 1968 (Fair) 2900
135, 1970 (Fair) 3100
135 diesel, 1969 (Good) 2850*
135 diesel, (Fair) 3450
135 diesel, (Fair) 3000*
135, (Fair) 3300
135, 1968 (Good) 4000
135 diesel, 1969 (Fair) 2850*
135 diesel, 1970 (Fair) 2650*
65, 1960 (Rough) 1100
65, 1963 (Fair) 1400
65, 1964 (Fair) 2330
50, 1962 (Good) 1250*
50, 1964 (Good) 1400
40, 1970 (Fair) 1600
35, 1963 (Fair) 1425
35, 1960 (Fair) 1375
35, 1963 (Rough) 2000
35, 1962 (Good) 1925

YODER & FREY, INC.

Archbold, Ohio
Nov. 11, 1986

ALLIS CHALMERS TRACTORS
G, 1950 (Fair) 650*
7000 diesel, 1979 (Good) 5600*
7030 diesel, 1980 (Good) 6100

CASE TRACTORS
430 (Fair) 1475
830 diesel, 1964 (Rough) 950*
930, 1968 (Fair) 3100*
1070 diesel, 1972 (Fair) 3800*
1370 diesel, 1977 (Fair) 5300
1690 diesel, 1982 (Good) 7500*
2670 diesel, 1976 (Rough) 8000*

JOHN DEERE TRACTORS
A, 1945 (Fair) 425
A, 1946 (Rough) 400*
1530 w/ldr., 1974 (Fair) 4500*
3020, 1968 (Fair) 2600*
3020 diesel, 1966 (Fair) 3250
3020 diesel, 1970 (Fair) 4200
3020 diesel, 1967 (Fair) 3100*
2840 diesel, 1979 (Good) 5600*
4020 diesel, 1965 (Fair) 4200*
4020 diesel, 1966 (Good) 5750
4020 diesel, 1966 (Fair) 4900
4020 diesel, 1965 (Fair) 5100*
4020 diesel, 1967 (Fair) 5300*
4020 diesel, 1970 (Fair) 5250*
5020 diesel, 1972 (Fair) 3100*
4230 diesel, 1976 (Fair) 7300*
4240 diesel, 1981 (Good) 13,250*
4320 diesel, 1973 (Good) 6000*
4430 diesel, 1977 (Good) 9400*
4430 diesel, 1974 (Good) 8500
4430 diesel, 1977 (Good) 9500*
4520 diesel, 1972 (Rough) 2500*
4630 diesel, 1975 (Good) 8250*

FORD TRACTORS
9N, 1946 (Rough) 1050*

(See Auctions, pg. 20)

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Write In (11) on Reply Card

Thanks for the overtime

Which sales persons across the U.S. stayed open late Saturday, November 30 and closed the last 18 deals on under-40 hp tractors? Whoever they are, the industry is grateful, for without them, *every* category of product in the Farm & Industrial Equipment Institute's November retail sales flash report would have shown a decline from the levels of November, 1985.

Unit Retail Sales

	November			January-November		
	1986	1985	%	1986	1985	%
Farm Wheel Tractors:						
2-Wheel Drive						
Under 40 HP	3,083	3,065	.6	57,732	53,768	7.4
40 & Under 100 HP	1,888	2,277	(17.1)	28,370	35,262	(19.5)
100 & Under 140 HP	355	366	(3.0)	4,801	6,803	(29.4)
140 HP & Over	569	887	(35.9)	8,687	9,653	(10.0)
Total 2-Wheel Drive	5,895	6,595	(10.6)	99,590	105,486	(5.6)
4-Wheel Drive						
Under 200 HP	55	92	(40.2)	511	830	(38.4)
200 HP & Over	165	137	20.4	1,293	1,547	(16.4)
Total 4-Wheel Drive	220	229	(3.9)	1,804	2,377	(24.1)
Total Farm Wheel Tractors	6,115	6,824	(10.4)	101,394	107,863	(6.0)
Combines (Self-Propelled)	610	1,136	(46.3)	7,179	7,488	(4.1)
Balers (Bales under 200 lbs)	171	245	(30.2)	5,516	6,801	(18.9)
Forage Harvesters (Shear Bar Type)	147	194	(24.2)	2,038	2,348	(13.2)
Mower Conditioners	414	478	(13.4)	10,469	10,836	(3.4)

Deere cites diversification moves

A recent issue of JD Journal, a publication for Deere & Co. employees, outlined the company's four basic enterprises beyond farm, industrial, and consumer-type equipment.

An article, "Four New Ways to Profit," discussed the chassis businesses, the financing of a variety of farm-oriented retail buying, a health plan, and component supply.

Deere now has one of three assembly lines at its Waterloo Tractor Works devoted to the assembly of recreational vehicle chassis. Supplying 20 different manufacturers of RVs, Deere produced about 1,000 units in 1986 and up to 10,000 annually in several years. Deere hopes to broaden this business to making chassis for light buses and city delivery trucks.

Deere bought Farm Plan, a revolving credit system for rural merchants, in 1985, and reports 1,700 merchants currently using it in 29 states. It should be in place in 48 states by the end of 1987. There are currently 100 employees at the Madison, Wis., headquarters and in eight field offices.

Ron Carne, Farm Plan president, estimates that rural merchants — implement dealers, chemical dealers, veterinarians, etc. — probably do $50 billion in sales yearly and that Farm Plan currently has about 2 percent — $200 to $250 million — of this volume.

Deere set up Heritage National Healthplan, Inc., in 1985 as a subsidiary. According to its president, Lloyd Mathwick, it is an alternative health care delivery system.

In 1970, Deere had set up a group claims operation to administer benefits, and has since established alternative health care delivery systems in the Quad Cities and Waterloo. The plan is currently certified in Iowa, Illinois, and Tennessee.

Deere has been marketing components to OEMs for over 20 years, but it began pushing these operations strongly in 1981. In addition to making chassis at the Tractor Works, the Components Group casts engine blocks at the Waterloo Foundry for passenger cars, and the Harvester Works makes fuel pumps for automobiles.

New products include hydraulic pumps, hydraulic motors, and new axle versions. Biggest volume line is the diesel engine, and Deere also sells processes such as heat treatment and screw machining.

Southern associations hold joint sessions

The Mid-South Farm Equipment Association, based in Memphis, and the Deep South Equipment Dealers Association, Baton Rouge, La., are holding their conventions concurrently January 22-25 at the New Orleans Marriott hotel. It is believed to be an industry first, although neighboring associations have conducted joint projects in the past. The recent conference on business planning, held at Virginia Tech, was participated in by dealers from the Virginia Farm & Industrial Equipment Dealers Association and the Mar-Del-Va Farm & Power Equipment Association.

FEMA restricts membership of overseas firms

The Farm Equipment Manufacturing Association has altered its rules of membership for companies based outside North America.

According to Robert Schnell, executive vice-president, FEMA has set up a foreign member section for companies not manufacturing in North America, but who have North American product liability coverage or bonding and a U.S. sales office.

Membership status of overseas member firms that manufacture or assemble in North America will not be affected.

Schnell said the change is not an attempt to force overseas members out of the organization, "though some will undoubtedly drop out."

He said FEMA's executive board made the change because "it is unfair if a farmer using an overseas-made product is injured and has no recourse except in foreign courts."

Companies in the Foreign Member Section, Schnell said, will receive the same services as others, but will not have voting rights.

FEMA is based at 243 N. Lindbergh Blvd., St. Louis, Mo. 63141, telephone 314/991-0702.

NFPEDA to show model store at Lawn-Garden Expo

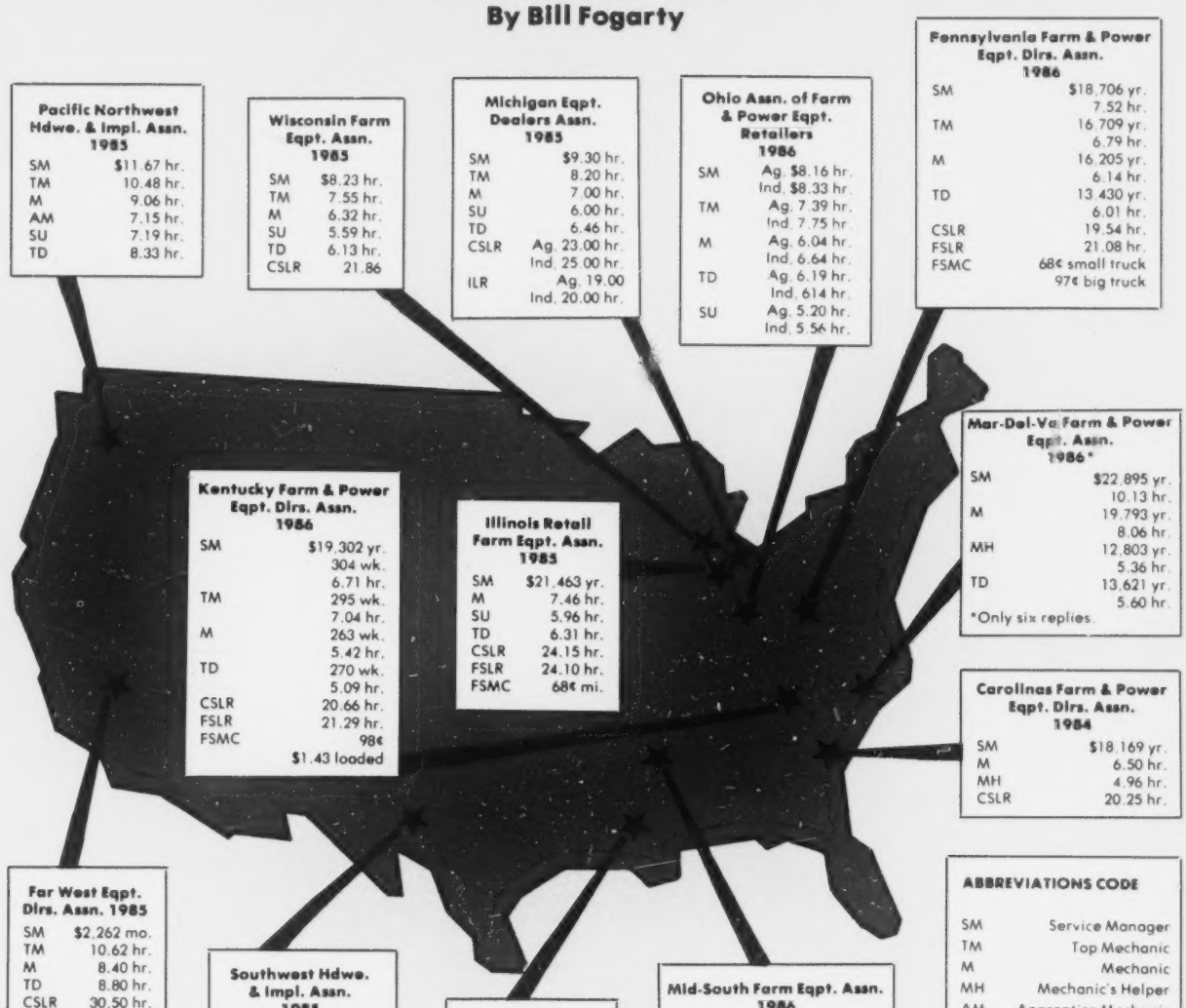
The National Farm & Power Equipment Dealers Association will put up and staff a model store at the International Lawn, Garden & Power Equipment Exposition July 27-29 at Louisville, Ky.

According to Tom Glaub, manager of NFPEDA's Outdoor Power Equipment Division, the model is intended to demonstrate efficient traffic patterns and effective merchandising. The model store will also feature a computer system for parts inventory and computer-aided store designs.

WHAT ARE THEY PAYING THE GUYS IN THE SHOP?

I&T sums up the most recent surveys of 13 state and regional farm/industrial equipment dealer associations

By Bill Fogarty



Pacific Northwest Hdwe. & Impl. Assn. 1985

SM	$11.67 hr.
TM	10.48 hr.
M	9.06 hr.
AM	7.15 hr.
SU	7.19 hr.
TD	8.33 hr.

Wisconsin Farm Eqpt. Assn. 1985

SM	$8.23 hr.
TM	7.55 hr.
M	6.32 hr.
SU	5.59 hr.
TD	6.13 hr.
CSLR	21.86

Michigan Eqpt. Dealers Assn. 1985

SM	$9.30 hr.
TM	8.20 hr.
M	7.00 hr.
SU	6.00 hr.
TD	6.46 hr.
CSLR	Ag. 23.00 hr. Ind. 25.00 hr.
ILR	Ag. 19.00 Ind. 20.00 hr.

Ohio Assn. of Farm & Power Eqpt. Retailers 1986

SM	Ag. $8.16 hr. Ind. $8.33 hr.
TM	Ag. 7.39 hr. Ind. 7.75 hr.
M	Ag. 6.04 hr. Ind. 6.64 hr.
TD	Ag. 6.19 hr. Ind. 614 hr.
SU	Ag. 5.20 hr. Ind. 5.56 hr.

Pennsylvania Farm & Power Eqpt. Dirs. Assn. 1986

SM	$18,706 yr. 7.52 hr.
TM	16,709 yr. 6.79 hr.
M	16,205 yr. 6.14 hr.
TD	13,430 yr. 6.01 hr.
CSLR	19.54 hr.
FSLR	21.08 hr.
FSMC	68¢ small truck 97¢ big truck

Mar-Del-Va Farm & Power Eqpt. Assn. 1986*

SM	$22,895 yr. 10.13 hr.
M	19,793 yr. 8.06 hr.
MH	12,803 yr. 5.36 hr.
TD	13,621 yr. 5.60 hr.

*Only six replies.

Kentucky Farm & Power Eqpt. Dirs. Assn. 1986

SM	$19,302 yr. 304 wk. 6.71 hr.
TM	295 wk. 7.04 hr.
M	263 wk. 5.42 hr.
TD	270 wk. 5.09 hr.
CSLR	20.66 hr.
FSLR	21.29 hr.
FSMC	98¢ $1.43 loaded

Illinois Retail Farm Eqpt. Assn. 1985

SM	$21,463 yr.
M	7.46 hr.
SU	5.96 hr.
TD	6.31 hr.
CSLR	24.15 hr.
FSLR	24.10 hr.
FSMC	68¢ mi.

Carolinas Farm & Power Eqpt. Dirs. Assn. 1984

SM	$18,169 yr.
M	6.50 hr.
MH	4.96 hr.
CSLR	20.25 hr.

Far West Eqpt. Dirs. Assn. 1985

SM	$2,262 mo.
TM	10.62 hr.
M	8.40 hr.
TD	8.80 hr.
CSLR	30.50 hr.
FSLR	33.00
FSMC	44¢

Southwest Hdwe. & Impl. Assn. 1985

SM	$1,804 mo. 417 wk.
TM	9.29 hr.
M	7.39 hr.
SU	5.57 hr.
TD	6.27 hr.
CSLR	25.93 hr.
ILR	23.70 hr.
SULR	21.11 hr.
FSLR	28.44 hr.
FSMC	91¢ (75¢ r.t.)

Deep South Eqpt. Dealers Assn. 1985

SM	$1,742 mo.
TM	8.61 hr.
M	6.70 hr.
SU	6.00 hr.
TD	6.41 hr.
CSLR	25.31 hr.
FSLR	25.23 hr.
FSMC	53¢ mi.

Mid-South Farm Eqpt. Assn. 1986

SM	$1,573 mo. 363 wk.
TM	7.48 hr.
M	8.52 hr.
SU	4.87 hr.
TD	5.62 hr.
CSLR	22.23 hr.
ILR	19.23 hr.
SULR	18.36 hr.
FSLR	22.22 hr.
FSMC	1.00/53¢ r.t.

ABBREVIATIONS CODE

SM	Service Manager
TM	Top Mechanic
M	Mechanic
MH	Mechanic's Helper
AM	Apprentice Mechanic
SU	Set-Up Worker
TD	Truck Driver
Ag	Agricultural Dealer
Ind	Industrial Dealer
CSLR	Customer Service Labor Rate
ILR	Internal Labor Rate
SULR	Set-up Labor Rate
FSLR	Field Service Labor Rate
FSMC	Field Service Mileage Charge

Notes: Some associations showed wages and rates broken out by size of dealership, but did not present a combined average. On these, I&T averaged the breakouts. Sorry, our map omits Alaska and Hawaii. Future issues of I&T will give data about parts personnel wages and salaries and focus some information on sales personnel.

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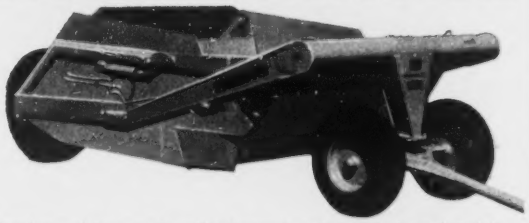

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Automatic

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Write In (19) on Reply Card

LITERATURE

Excel Industries, Inc. has produced a new 16-page brochure that tells the story of its productive innovation in the full line of professional-quality Hustler rotary mowers, attachments, and accessories. Included in the literature is the complete line of Hustler mowers, along with a number of attachments.

Write In (20) on Reply Card

Bunton Co. has released a new full color specification brochure on its line of heavy duty commercial rotary mowers. Mid-size mowers are available in seven cutting widths. All widths offer the traditional side discharge chute. The 36-inch and 52-inch models are available in a mulching design. A choice of lawn or turf front casters on many of the models allows the operator to customize units for the terrain being mowed.

Write In (21) on Reply Card

The new, revised "Farm Equipment Guide Quick Reference Guide" is available. The annual edition provides reliable information on tractors, combines, and crawlers. Also available from **Hot Line, Inc.** is the monthly "Farm Equipment Guide," which lists results of farm machinery auctions nationwide.

Write In (22) on Reply Card

Auction prices *(from page 9)*

9N w/ldr., 1941 (Rough)	930
Jubilee, 1954 (Rough)	1625*
860, 1956 (Rough)	1900*
4000 diesel, 1972 (Fair)	3100*
4000 diesel, 1972 (Fair)	3100*
5000 diesel, 1971 (Fair)	3200*
5000 diesel, 1971 (Good)	4500*
7000 diesel, 1974 (Exc.)	7000*
8600 diesel, 1976 (Fair)	4950*
INTERNATIONAL HARVESTER TRACTORS	
H, 1949 (Rough)	450*
H, 1952 (Rough)	500*
H, 1946 (Rough)	450
H, 1944 (Fair)	525*
H, 1949 (Rough)	630
M, 1950 (Rough)	425*
M, 1949 (Fair)	575*
460, 1960 (Fair)	1300
1456 diesel, 1969 (Good)	5500*
1466 diesel, 1974 (Fair)	7500*
1466 diesel, 1972 (Fair)	6000*
706 diesel, 1963 (Fair)	2200*
706 diesel, 1965 (Fair)	2825
756 diesel, 1968 (Rough)	2600*
766 diesel, 1974 (Fair)	6000*
856 diesel, 1970 (Good)	4800*
966 diesel, 1975 (Fair)	5800*
966 diesel, 1976 (Good)	7000*
986 diesel, 1980 (Good)	10,300
1066 diesel, 1974 (Fair)	6500*
1066 diesel, 1974 (Good)	7200*
1086 diesel, 1981 (Fair)	12,500*
1206 diesel, 1964 (Rough)	2200*
1566 diesel, 1974 (Fair)	5750*
1586 diesel, 1979 (Exc.)	9250*
H100 diesel, 1967 (Fair)	4000*
3788 diesel, 1980 (Good)	12,000*
MASSEY-FERGUSON	
35, 1961 (Fair)	1500*
65 diesel, 1960 (Rough)	1600*
65, 1958 (Fair)	1700*
1130 diesel, 1967 (Good)	4100*
1135 diesel, 1976 (Rough)	5250*
1150 diesel, 1971 (Fair)	3750*
2705 diesel, 1981 (Exc.)	8250*
MINNEAPOLIS-MOLINE TRACTORS	
G-1000 LP, 1970 (Rough)	1400*
G-1000, 1969 (Rough)	2250*
G-1000 diesel, 1970 (Fair)	2800*
OLIVER TRACTORS	
77, 1951, (Rough)	400*
1650 diesel, 1968 (Fair)	3050*
1755 diesel, 1973 (Fair)	4200*
1755 diesel, 1972 (Fair)	3100*
1955 diesel, 1973 (Fair)	4000*
WHITE TRACTORS	
4-150 diesel, 1974 (Fair)	9500*

NOTES:
Prices reported are for individual sales at wholesale on an "as is," "cash and carry" basis. Prices reported are not averages.

Condition Classifications:

EXCELLENT: Engine in perfect condition, 400 to 600 hours of use. Rubber—80% tread remaining, no breaks or cracks. Paint—original and bright. General appearance: excellent.

GOOD: Engine in good running condition. Rubber—70% tread remaining, no breaks or cracks. Paint—original or a good repaint job. General appearance; good over-all.

FAIR: Engine possibly in need of a minor overhaul. Rubber—60% tread remaining, some cracking evident in sidewalls. Paint—only fair, weathered and some rust apparent. General appearance; worn, some dents, minor parts (gage covers, etc.) missing or broken.

ROUGH: Engine obviously in need of a major overhaul. Rubber—smooth. Paint—scarred, weathered, rusty. General appearance: dents, ruptures, broken parts, loose wires, components (such as lights) broken, missing or inoperative.